



DEPARTMENT OF THE NAVY
CHIEF OF NAVAL PERSONNEL
WASHINGTON, D.C. 20370-5000

IN REPLY REFER TO

1430

18 Feb 00

From: Chief of Naval Personnel
To: CAPT Rodney M. Locke, USN,

Subj: FY-01 SELECTION BOARD TO CONSIDER SENIOR CHIEF PETTY OFFICERS OF THE NAVY AND NAVAL RESERVE, SERVING ON ACTIVE DUTY, FOR ADVANCEMENT TO MASTER CHIEF PETTY OFFICER

Encl: (1) Board Membership
(2) Rating Quotas
(3) Supplemental Guidance

1. Membership, Date, Location and Function. The selection board, consisting of you as president and the members listed in enclosure (1), is ordered to convene at Navy Personnel Command, Millington, TN, at 0800, 22 February 2000 or as soon as practicable thereafter. The function of the board is to recommend active-duty senior chief petty officers for advancement to master chief petty officer. The records and names of all service members eligible for advancement consideration, determined as of the date the board convenes, will be furnished to the board. From among those service members eligible for consideration, the board may select candidates for advancement in each rating, the numbers of which are not to exceed the quotas specified for advancement in enclosure (2). The board need not select to the numbers provided. The board shall consider carefully, without prejudice or partiality, the case of every service member whose name is furnished. The names of those eligible candidates who are selected for advancement will be indicated, as appropriate.

2. Selection Standard. The board shall recommend for selection those service members whom a majority of the board considers best qualified, giving due consideration to the needs of the Navy for service members with particular skills. In addition, each service member recommended for advancement by the board must be fully qualified. That is, the service member's qualifications and performance of duty must clearly demonstrate that they would be fully capable of performing the duties normally associated with the next higher pay grade. The "best qualified" standard shall be applied uniformly to all eligible service members.

3. The board shall proceed in accordance with guidance provided at enclosure (3).

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4. Except as authorized or required by the President or myself,
no person shall disclose the proceedings, deliberations, or
recommendations of a selection board.

A handwritten signature in black ink, appearing to read "Norbert R. Ryan, Jr.", written in a cursive style.

NORBERT R. RYAN, JR.
Vice Admiral, U.S. Navy

BOARD MEMBERSHIP

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CDR Kim M. Drury, USN, 1100
CDR Harold D. Wunder, USN, 1120
CDR Walter A. Meeks, USN, 1120
CDR Herman J. M. Jorgensen, SC, USN, 3100
CDR Linda A. Lininger, MSC, USN, 2300
CDR Richard J. Postera, USN, 1320
CDR Gerald V. Weers, USN, 1130
CDR David C. Phillips, CEC, USN, 6530
CDR Eric D. Exner, USN, 1630
CDR Lowell D. Crow, USN, 1110
CDR James C. Cox, USN, 1310
CDR David A. Murray, USN, 1320
CDR Thomas J. Malone, USN, 1110
LCDR Brett A. Reissener, USN, 1140
CWO4 Leo R. Mendoza, SC, USN, 7511
CWO4 Herminio M. Lansang, USN, 7341
CWO3 Gary L. Hagood, USN, 7111
ETCM(SS) Charles B. Dixon, USN
YNCM(SW) Craig S. Meyers, USN
SMCM(SW) John R. Armstrong, USN
ETCM(SS) Gary G. Johnson, USN
STSCM(SS/SW) William J. Brehler, USN
EMCM(SS/SW) Richard B. Kough, USN
ENCM(SW) Leopoldo S. Manalo, USN
FCCM(AW/SW) Michael W. McDaniel, USN
MMCM(SW) David J. Furey, USN
OSCM(SW) Alexander C. Ottaviani
HMCM(SS) Brent J. Wood, USN
AGCM(AW) Raymond W. Chappell, USN
MMCM(SS/AW) Lennie B. Nowlin, USN
AVCM(AW) Wayne J. Mihelich, USN
ISCM(SW) John E. Daubenschmidt, USN
LNCM(AW/SW) Rodney E. McPherson, USN
NCCM(SS) Joseph Mergel, Jr., USN
DTCM(SW) Carol L. Varner, USN
MMCM(AW/SW) Mario M. Bautista, USN
MMCM(SS/SW) Dale A. Orren, USN
SHCM(SW) Ralph Rao, USN
AOCM(AW) John L. Herring, USN
CTACM Marie P. Givens, USN
AZCM(AW/SW) Kevin D. Harris
PNCM(SW/AW) Amor Q. Mangosing, USN
EMCM(SW) Ronnie C. Moore, USN

AVCM(AW) William F. Sersion, USN
GSCM(SW) William E. Andersen, USN
ITCM(SW/AW) Marie T. Stonge, USN
ABCM(AW) Abraham L. Lastrella, USN
AFCM(AW) Edward C. Palmer, USN
ETCM(SW/AW/SS) Steven P. Burgess, USN
ITCM(SW/AW) Norman E. Allen, USN
GMCM(SW) Frankie L. Hood, USN
BMCM(SW) Alghiere A. Madrid, USN
MMCM(SW) Eric C. Schmeichel, USN
CTOCM(SW) James R. Lindemann, USN
QMCM Steven N. Todd, USN
AFCM(AW) Tami J. Kusluch, USN
EQCM(SCW) Kurt W. Lavrinc, USN
MSCM(SS) Wesley A. Jones, USN
AKCM(AW) Warren Frost, USN
MSCM(SW/AW) Charles E. Reaves, USN
AFCM(SW/AW) Richard P. Neal, USN
ETCM(SW) Barry D. Colson, USN
AVCM(AW) James L. Saryerwinnie, USN
SKCM(SS) Thomas A. Powden, USN
ACCM(AW/SW) Ronda A. Hardcastle, USN
HMCM James E. Brixey, USN
MTCM(SS) Marc C. Churchwell, USN
QMCM(SW) Clarence Johnson, Jr., USN
DKCM(AW) Benjamin P. Doria, USN
EWCN(SW) John R. E. Babb, USN
HTCM(SW/AW) Deborah A. Kelley, USN
HMCM(SW) Michael L. Anjola, USN
RPCM(SW/AW) William A. Person, Jr., USN
DCCM(SW) Kevin A. Trillo, USN
BMCM(SW/MDV) Joseph K. Johnson, USN
CUCM(SCW) William P. White, USN
AFCM(AW) Thomas Mikell, Jr., USN

Recorder

LT Elizabeth F. Zardeskashby, USN, 1100

SUPPLEMENTAL GUIDANCE

Appendix

Subject

A General Procedural Guidance

- Duties of the Board President
- Board Proceedings
- Early Candidates
- Marital Status
- Area Tours
- Adverse Information

B Skills Guidance

- Application of the Best-Qualified Standard
- Special Duty Assignments
- Overseas and Arduous Duty
- Performance Trends
- Public Quarters and Flag/Executive Mess Management Specialists and Flag Writers
- Innovation Guidance

C Equal Opportunity Guidance

- Addresses Equitable Consideration for all Eligible Candidates

D Board Reports

- Addresses Content of Selection Board Reports

E Oaths

- Provides Oaths for Board Members and Support Personnel

APPENDIX - A

GENERAL GUIDANCE

1. Duties of the Board President. The president of the board has been appointed by me and shall perform prescribed administrative duties. The board president has no authority to constrain the board from recommending for promotion those fully qualified eligible candidates that the majority finds best qualified to meet the needs of the Navy.

2. Board Proceedings. The following instructions concerning communications and information apply to board proceedings:

a. Each of you (president, members, recorders, and administrative support personnel) is responsible for maintaining the integrity and independence of this selection board, and for fostering careful consideration, without prejudice or partiality, of all eligible candidates.

b. You must pay particularly close attention to the rules governing communications with and among board members, the information authorized to be furnished to you, and the procedures you should follow if you believe that the integrity of this selection board has been improperly affected.

c. You may not receive, initiate, or participate in communications or discussions involving information that Navy regulations preclude from consideration by a selection board. You are to base your recommendations on the material in each eligible candidate's military record, any information I have provided to the board, and any information communicated to you by individual eligible candidate under provisions of Navy regulations. In your deliberations, you may discuss your own personal knowledge and evaluation of eligible candidates' professional qualifications to the extent that such matters are not precluded in law or service regulations from consideration by a selection board and are inclusive in an eligible candidate's military personnel record. You may not discuss or disclose the opinion of any person not a member of the board concerning an eligible candidate unless that opinion is contained in material provided to the board under provisions of Navy regulations.

d. When discussing your own personal knowledge concerning the professional qualifications of eligible candidates, the board is reminded that if personal remarks, based on a member's personal knowledge, could be considered adverse, the member cannot discuss his personal knowledge or evaluation unless such matter is contained in the official record or other material placed before the board in compliance with Navy regulations.

In addition, should an eligible candidate's record reveal the removal of an evaluation/fitness report via the Board for Correction of Naval Records, the member may not discuss his or her personal knowledge regarding the circumstance, which resulted in the removal of the report.

e. I and the Master Chief Petty Officer of the Navy are the only persons who may appear in person to address you on any matter, other than administrative matters. All communications with the board, other than those that are clearly administrative or made by the Master Chief Petty Officer of the Navy, must be in writing, given to each of you, and made part of the board's record. I have designated in writing those persons authorized to provide routine administrative information to you.

f. Before the record of the selection board is signed, the recommendations may be disclosed only to members of the board, recorders, and those administrative support personnel I have designated in writing. After I have approved the Record of Proceedings, only the recommendations of the board may be disclosed. Except as authorized by the Chief of Naval Personnel or higher authority, the proceedings of the board may not be disclosed to any person not a board member, board recorder, or administrative support person.

g. If at any time you believe that you cannot in good conscience perform your duties as a member of the board, without prejudice or partiality, you have a duty to ask me to relieve you from this duty. I will honor this request. If a member or recorder believes the integrity of the board's proceedings has been affected by improper influence of military or civilian authority, misconduct by the board president or a member, or believes someone is exerting or attempting to exert inappropriate influence over the board or its proceedings, he or she has a duty to ask me to be relieved from the obligation not to disclose board proceedings and, upon receiving it, to report the basis for this belief.

3. Early Candidate Advancement Consideration. DoD established Total Active Federal Military Service (TAFMS) requirements, which must be met prior to a member's advancement to a given paygrade. Candidates who do not meet TAFMS requirements are defined as "early" candidates as calculated to the end of FY-01 (less than 19 years for master chief petty officer, less than 16 years for senior chief petty officer and less than 11 years for chief petty officer). DoD has a provision whereby no more than 10% of a pay grade may be early. When applicable quota limits for early candidates are included in enclosure (2), they cannot be exceeded.

4. Marital Status. Promotion boards are prohibited from considering the marital status of a member or the employment, education, or volunteer service of a spouse.

5. Area Tours. Repeated tours in a particular geographic location should not be considered negatively, provided the eligible candidate has progressed in billet complexity, professional development, and leadership responsibility.

6. Adverse Information.

a. Just as you must consider positive performance, you must consider documented incidents of misconduct and substandard performance, which are included in an eligible candidate's official service record, in determining those candidates who are best qualified for promotion. Members must give careful consideration to documentation in each candidate's official service record of such incidents that occurred within the past five years and must disclose fully all such incidents when briefing slates of candidates recommended for promotion.

b. Faced with many well-qualified candidates, there may be a tendency to simplify your task by summarily putting aside the records of those whose past records are less than perfect; however, to do this is to fall short of your obligation. Your charge is to find the "best qualified" candidates. A judgement of the whole person and the whole record is required to determine whose future potential will serve the Navy best. You may conclude that particular adverse information undermines an eligible candidate's ability to serve successfully in a position of increased authority and responsibility, despite an otherwise outstanding record. On the other hand, you may find that an eligible candidate's overall outstanding performance demonstrates such potential for future service that it outweighs deficiencies noted in the record. Some will have learned from their mistakes in ways that make them stronger; others will have strengths that outweigh relative weaknesses in their records.

c. Please make the best, not simply the most obviously defensible, choices. By doing this, you will not only fulfill your obligation, you will also better serve the Navy.

APPENDIX - B

SKILLS GUIDANCE

1. Best Qualified Standard. Navy policy regarding application of the statutory "best qualified" standard is as follows: The board shall recommend for selection those service members whom a majority of the board considers best qualified, giving due consideration to the needs of the Navy for service members with particular skills. In addition, each service member recommended for advancement by the board must be fully qualified. That is, the service member's qualifications and performance of duty must clearly demonstrate that he/she would be fully capable of performing the duties normally associated with the next higher pay grade. The best qualified standard shall be applied uniformly to all eligible service members.

2. Special Duty Assignment. Although the candidates presented to the board compete within their rating, they are frequently detailed to duty outside of their rating specialties. Many such types of duty require selectivity in assignment and special qualifications. Recruiting and retention of Sailors is the top priority of today's Navy. In recognition of the critical role recruiting and retention play in Navy's ability to accomplish its mission, you should give maximum consideration to those candidates who have successfully completed, or are currently serving in the extremely demanding tours of duty as Recruit Division Commanders and Recruiters. Additionally, tours of duty which the Board considers reinforcing Navy Core Values of recruits and other first term Sailors such as instructor in "A" and "C" schools, Apprentice Training, Fleet Training Centers, prototype, and submarine and aircrew candidate schools must also be given maximum consideration. In determining which candidates are best and fully qualified, bear in mind that members serving in these types of highly selective assignments are evaluated among a large number of individually selected personnel with equally superb records. Due consideration shall be given to the successful accomplishment of major collateral duties affecting mission effectiveness, retention and morale; e.g., 3M coordinator, Professional Development Board member. In consideration of SEAL, EOD, SWCC and Divers, advancement quotas specified in enclosure (2) of the basic letter are formulated to reflect both fleet requirements and the Navy's need for personnel possessing the special NEC. To this end, the board should select the best qualified candidates within each source rating.

3. Overseas and Arduous Duty. In determining who is best qualified, emphasis shall be placed upon demonstrated evidence of professional and leadership excellence under arduous conditions. It should be recognized that some ratings do not offer an extensive opportunity for sea duty; however, candidates who have performed well in demanding sea duty billets and/or overseas sea duty units in their current pay grade should receive special consideration. This special consideration cannot, however, be

used to disadvantage otherwise outstanding eligible female candidates who have not had the opportunity to serve at sea owing to law or policy. Eligible candidates should not be judged against the norm of a preconceived career pattern.

4. Performance Trends. In order to not disadvantage outstanding performers, the selection board should give due consideration to those records which contain both a superior trend of performance on evaluations submitted on or before 31 December 1995, and performance marks other than 5.0 and other than "early promote" evaluations submitted on or after 1 January 1996. To establish performance trends, the board should consider rankings assigned to Sailors under the former evaluation system, and trait grade averages and promotion recommendations under the current system. Just as you must give careful consideration to positive outstanding performance, you must consider documented incidents of misconduct and substandard performance, which are included in a service member's record, in determining those service members best qualified for selection.

5. Public Quarters and Flag/Executive Mess Management Specialists and Flag Writers. The board will give due consideration to Public Quarters and Flag/Executive Mess Management Specialists and to Flag Writers (NEC YN 2514) to ensure selection opportunity is comparable to that given Mess Management Specialists in Enlisted Galley assignments and general Yeomen at sea and ashore.

6. Innovation Guidance. In your consideration, please be sensitive to the fact that the needs of the Navy have changed over the years and will continue to change. Please be especially alert for eligible candidates who have embraced change by conceiving and trying new solutions to our most challenging problems. Navy needs bold leaders who are willing to think creatively and take well-calculated risks. Seek to advance those who have shown initiative in finding and pursuing the most effective ways of accomplishing our mission. I note also, in this regard, that those with the greatest capacity for innovation may have had some billets different from the norm. In the context of a changing Navy, the best qualified candidates may reflect a variety of backgrounds.

APPENDIX - C

EQUAL OPPORTUNITY GUIDANCE

1. The Department of the Navy is dedicated to equality of treatment and opportunity for all personnel without regard to race, creed, color, gender, or national origin. Navy's goal is a professional working environment in which an individual's race, creed, color, gender, or national origin will not limit his or her professional opportunities. Accordingly, within this board's charter to determine those eligible candidates who are best and fully qualified, you must ensure that eligible candidates are not disadvantaged because of their race, creed, color, gender, or national origin.
2. Your evaluation of minority and female eligible candidates, as with all eligible candidates, must clearly afford them fair and equitable consideration. You should be particularly vigilant in your evaluation of these records to take care that no person's selection opportunity is disadvantaged by past attitudes or by service utilization policies or practices. You should evaluate each candidate's potential to assume the responsibilities of the next higher grade, the overriding factor being performance of assigned duties.
3. The Navy has assigned some minority candidates outside of traditional career development patterns, e.g., recruiting and equal opportunity billets, in order to effectively promote and administer equal opportunity policies. These assignments, though beneficial to the Navy, may have been foreclosed to the eligible candidates, so assigned opportunities available to other eligible candidates. Such assignment practices should not prejudice the selection of these candidates. Accordingly, in determining the qualification for selection of an eligible candidate who has been affected by these assignment practices, duty performed well in such assignments shall be given weight equal to duty performed well by a non-minority candidate not so affected.
4. Due to historic statutory restrictions on the assignment of women in the Navy, the records of eligible female candidates before the board may show a career pattern different from that of their male counterparts. Such restrictions on duty assignments, which foreclosed to women opportunities for operational and other assignments available to men, should not prejudice the selection of women. Accordingly, in determining an eligible candidate's qualification for selection, duty performed well by a female candidate whose assignability was constrained by law or policy shall be given weight equal to duty performed well by an eligible male candidate not so constrained.

5. This guidance should not be interpreted as requiring or permitting preferential treatment of any eligible candidate or group of candidates on the grounds of race, creed, color, gender, or national origin.

APPENDIX - D

BOARD REPORTS

1. The record of the board's proceedings shall be compiled by the recorders and administrative support staff. The written report of the board shall be signed by the board president, the board members, and board recorders. It shall contain a list of the eligible candidates it recommends for selection with the following:

a. The precept, as well as any other instructions, information, and guidance that was provided to the board.

b. The written report of the board. The report shall contain a list of the senior chief petty officers recommended for selection to master chief petty officer. This list will be alphabetized by rating. The list of those service members found best qualified shall be arranged, within rating, by seniority.

c. Certification that:

(1) To the best of your knowledge, the board complied with all instructions contained in the precept, and, as appropriate, other letters of guidance or instruction I provided;

(2) You were not subject to or aware of any censure, reprimand, or admonishment about the recommendations of the board or the exercise of any unlawful function within the authorized discretion of the board;

(3) You were not subject to or aware of any attempt to coerce or improperly influence any action in formulating board recommendations;

(4) You were not party to or aware of any attempt at unauthorized communications;

(5) To the best of your knowledge, the board carefully considered the records of each eligible candidate whose name was furnished to the board; and

(6) The eligible candidates recommended for selection are, in the opinion of the majority of the members of the board, best and fully qualified to meet the needs of the Navy among those eligible candidates whose names were furnished to the board.

2. The report of the board, prepared per paragraph 1 of appendix D, shall be forwarded for approval to the Chief of Naval Personnel.

APPENDIX - E

OATHS

1. The following oath or affirmation shall be administered to the recorder and assistant recorders by the president of the board:

"You, and each of you, do solemnly swear (or affirm) that you will keep a true record of the proceedings of the board, and you will not divulge the proceedings or recommendations of this board except as authorized or required by the Chief of Naval Personnel or higher authority. So help you God."

The following oath or affirmation shall be administered by the recorder to the members of the board:

"You, and each of you, do solemnly swear (or affirm) that you will perform your duties as a member of this board without prejudice or partiality, having in view both the special qualifications for senior chief petty officer and the efficiency of the Naval service, and you will not divulge the proceedings or recommendations of this board except as authorized or required by the Chief of Naval Personnel or higher authority. So help you God."

The following oath or affirmation shall be administered by the recorder to the support personnel:

"You, and each of you, do solemnly swear (or affirm) that you will not divulge the proceedings or recommendations of this board except as authorized or required by the Chief of Naval Personnel or higher authority. So help you God."